



Leave.EU: Psychographic Targeting for Britain

PROPOSED WORKFLOW AND METHODOLOGY

Cambridge Analytica proposes a multi-faceted approach to data collection and analysis, the end products of which will be a nationwide database of potential supporters divided by region, as well as a comprehensive strategic communications plan and a Leave.EU-specific version of **Connect**, CA's communications data dashboard.

In **Phase I**, CA's research specialists will finalise the psychological and political surveys that will be used to gather the data required for our analysis and modeling. Significant work has already been completed, and this should take no longer than ten days including sign-off from Leave.EU and its partners on the content of the political questionnaire.

During **Phase II**, CA will conduct two simultaneous large-scale online surveys of eligible voters across the UK's European regions. Each survey will collect responses from approximately 40,000 individuals, with the first survey focusing on gathering psychological insights into voters' personalities and decision-making. The second survey will focus on gathering information useful in Target Audience Analysis (TAA), which measures political opinions, sociological structures and additional psychological metrics.

Phase III will begin at the same time as Phase II, with CA's database engineers taking receipt of a large commercial dataset containing hundreds of data points on individuals and formatting this for analysis and modeling. Once this formatting is complete, and the online surveys have produced a body of primary data sufficiently large to provide insights, CA's data scientists will identify salient segments of the voting population (Target Audiences) according to their geographic location, views on the EU, propensity to vote and other factors. Voters across the previously acquired national dataset will then be assigned scores that associate them with particular segments, enabling the identification of high-value targets likely to be supportive of the campaign. Licenses to contact individuals via a variety of media can then be purchased separately from CA's data vendor(s), with the size of this purchase to be determined based on available financial and other resources as well as overall strategy.

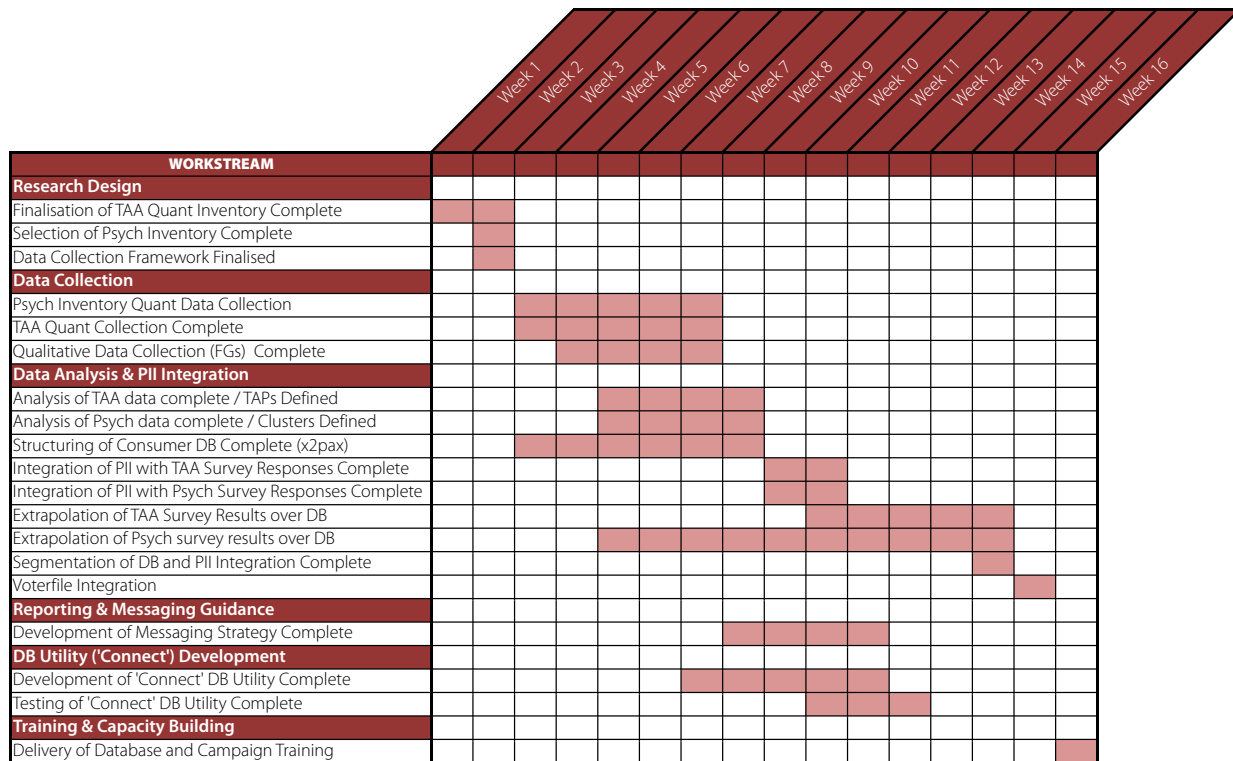
Whilst Phase III is ongoing, CA's creative and software teams will be preparing the other elements of the project. Our creative team will work with Leave.EU's campaign partners (advertisers, political marketing strategists, etc) to develop a holistic creative communications strategy that fits with the campaign's overall objectives and strategy.

At the same time, CA's software development team will adapt **Connect** for use by Leave.EU in the UK. **Connect** is an online database tool that allows campaigns to query their supporter lists, identify targets for communications based on a range of criteria, and view market segments via a series of dynamic maps and data visualisation tools. CA will then provide a short training programme to Leave.EU staff on how to use **Connect**, as well as how to use the psychographic and political insights contained in the database to increase the power of its interactions with voters.

Leave.EU will be able to ensure that every piece of digital or print advertising sent out is directed at somebody who cares about the particular issue and is likely to respond positively. This means that your campaign can save money that would otherwise have been spent contacting voters who are vehemently pro-EU, and direct those resources into making more frequent contact with swing voters and supporters you wish to mobilise as donors or volunteers.

PROPOSED TIMELINE

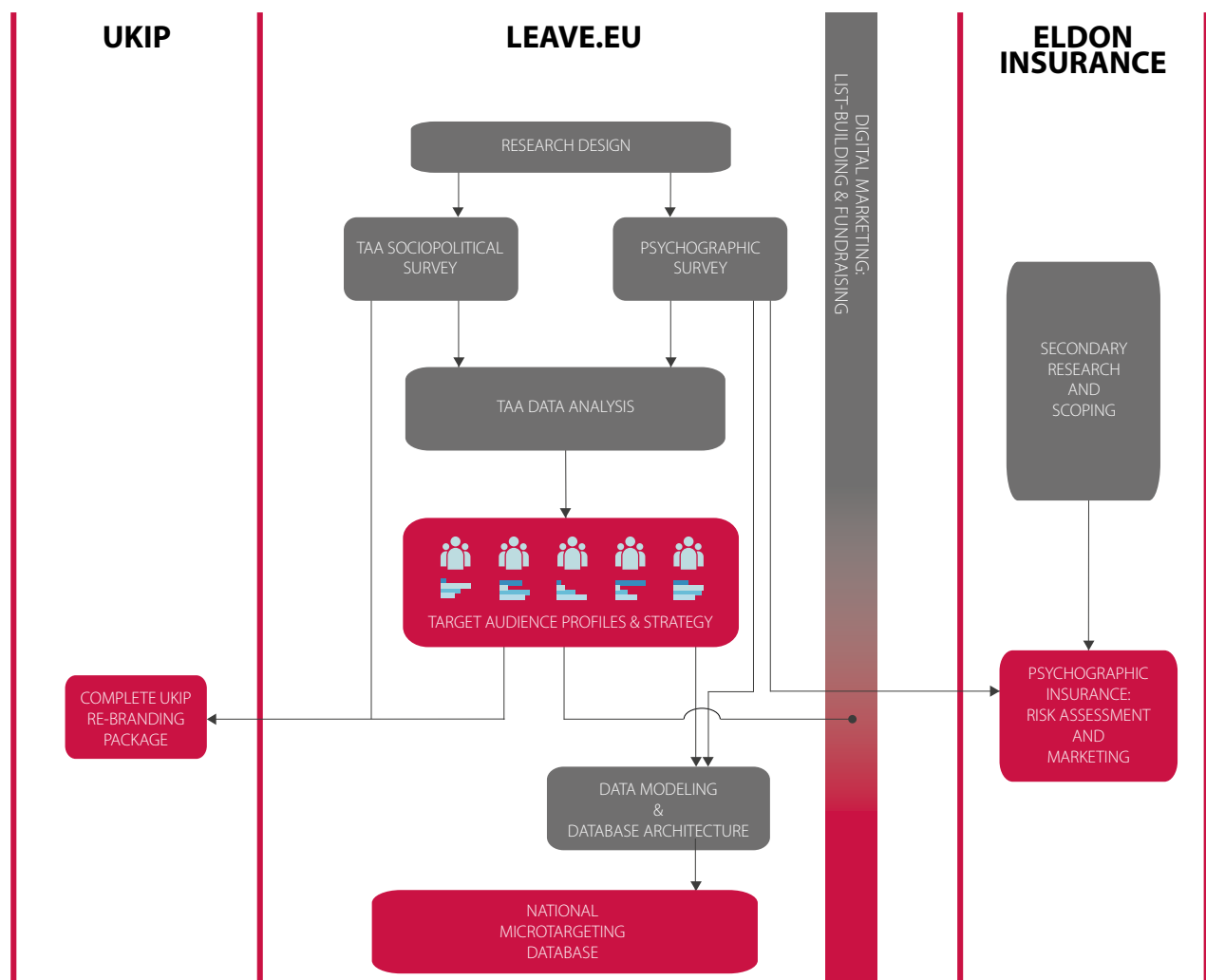
The approach outlined on the previous page will take approximately 16 weeks to complete as indicated by the timeline below:



COMPLEMENTARY WORKSTREAMS

In line with previous discussions, Cambridge Analytica believes that the integration of several different projects will reduce overall costs and bolster the utility of the research undertaken for Leave.EU.

This can include the proposed rebranding of UKIP, as well as scoping work to investigate the application of psychographic microtargeting to Eldon Insurance's risk appraisal and marketing activities.



BUDGET

LEAVE.EU					
Component		Unit Cost	Number of Units	Occurrence	Cost
Research Design					
	Project Manager	£1,200.00	1	2	£2,400.00
	Senior Data Scientist	£1,500.00	1	1	£1,500.00
	Research Manager	£1,000.00	1	2	£2,000.00
	Desk-based Researcher	£500.00	2	5	£5,000.00
	Psychologist	£1,000.00	1	1	£1,000.00
	Sub-Total				
Data Collection					
	Project Manager	£1,200.00	1	5	£6,000.00
	Research Manager	£1,000.00	1	20	£20,000.00
	Survey Cost (per complete response)	£4.25	1	80,000	£340,000.00
	Junior Data Scientist (Monitoring/Validation)	£1,000.00	1	5	£5,000.00
	Psychologist	£1,000.00	1	2	£2,000.00
	Focus Groups Discussions	£4,100.00	1	16	£65,600.00
Sub-Total					£438,600.00
Target Audience Analysis					
	Project Manager	£1,200.00	1	5	£6,000.00
	Senior Data Scientist	£1,500.00	1	2	£3,000.00
	Junior Data Scientist	£1,000.00	1	10	£10,000.00
	Political Messaging Specialist	£1,000.00	1	10	£10,000.00
	Creative Director	£1,500.00	1	2	£3,000.00
	Graphic Designer	£500.00	1	3	£1,500.00
	Qualitative Data Analyst	£1,000.00	1	5	£5,000.00
	Desk-based Researcher	£500.00	1	15	£7,500.00
	Psychologist	£1,000.00	1	10	£10,000.00
Sub-Total					£46,000.00
				TAA Total	£496,500.00
Licensing of Secondary Data					
	Analytical License (Variables)	£60,000.00	1	1	£60,000.00
Sub-Total					£60,000.00
Microtargeting and Database Engineering					
	Project Manager	£1,200.00	1	10	£12,000.00
	Senior Data Scientist	£1,500.00	1	10	£15,000.00
	Junior Data Scientist	£1,000.00	2	20	£40,000.00
	Desk-based Researcher	£500.00	1	15	£7,500.00
	Senior Data Engineer	£1,500.00	1	20	£30,000.00
	Junior Data Engineer	£1,000.00	2	50	£100,000.00
	Sub-Total				
DB Software Development - CONNECT platform					
	Project Manager	£1,200.00	1	3	£3,600.00
	Junior Data Engineer	£1,000.00	1	5	£5,000.00
	Software Developer	£1,200.00	2	15	£36,000.00
	Desk-based Researcher	£500.00	1	5	£2,500.00
Sub-Total					£47,100.00
				Complete Total	£808,100.00

APPENDIX: *CONNECT*

To assist Leave.EU with using the wealth of information provided by our Target Audience Analysis and Political Microtargeting, Cambridge Analytica will develop a bespoke online database tool with intuitive controls and powerful visualisation capacity. This will help campaign staff to understand their audiences and plan strategy accordingly. New audiences can be identified using the database querying tool, and pre-formatted Target Audiences can be displayed geographically or according to other factors, all enabling a thorough understanding of the campaign and putting Leave.EU in the global vanguard of data-driven political campaigning.





scl group

GoSkippy: Enhancing your insights

Proposal of SCL services

CHALLENGES AND OPPORTUNITIES

The way that companies engage their customers is changing.

Recent advancements in marketing techniques have seen individuals play an increasingly important role in the way that companies plan their engagement strategies.

GoSkippy are already experts in this, having used credit ratings and other statistics to drive their customer campaigns.

Nowadays however, segmenting people based solely on a small range of statistics is simply not good enough. Optimum advancements in customer engagement can only be achieved with insights derived from the analysis and modeling of indepth individual level data.

People are different and therefore require different messages.

Two people in the same neighborhood, from the same background, on similar salaries and with a similar education do not necessarily think and behave the exact same way. Their underlying personality will shape how they view the world and how they respond to communications.

GoSkippy's data represents a wealth of insight into what motivates and drives customers, however up until now this has not been utilised in the most efficient way.

SCL can help harness the value of this data: we identify which people you should be targeting and tell you the most effective way to engage them.

Understanding your customer base is vital. Working together, we can turn this data into insights that guide your engagement campaigns by synthesising your understanding of the insurance industry with our analytics support.

This preliminary research project will allow us to discover exactly what drives your current customer base and will help us to begin investigating the innate qualities and differences that define your wider target audience. By doing this we will be able to put together a comprehensive data-driven strategy that will help to improve the way GoSkippy engages both old and new customers.

PROPOSAL SUMMARY

SCL proposes to undertake a short program that begins the process of understanding GoSkippy's data in order to offer you data driven insights that allow you to better understand the insurance industry's customer base.

This research program consists of 5 main stages starting with data cleaning and analysis and culminating with a proposal outlining exactly how we can use your data to target and retarget customers in exactly the right way:

1. Verify Clean and Integrate data

Using the data held by GoSkippy, SCL's team of data scientists will clean, analyze and explore the data to identify how it can be worked with in the future. To provide examples of the format this will take we will begin preliminary analysis to outline the different customer clusters that GoSkippy mostly engage with.

2. Investigate and Assess the Value of Appending Commercially Available Data

In preparation for the further work we will be proposing we will explore the benefit of appending commercially available data to the pre-existing records and evaluate the real value that this could offer your company.

3. Investigate the Legal Obligations of Commercial Data Matching to Individual Profiles

Data protection laws in the UK are very complex and if not completely understood can present problems further down the line. As an ICO registered company SCL is registered to abide by these laws and will therefore use this time to gain a comprehensive understanding of the work we will be proposing to complete. This will ensure that all products and services proposed are within ICO remits and will therefore prevent any further legal delays.

4. Proposal and Presentation

Having completed the work listed above we will create a detailed proposal that explains how our methodology and findings can be used to target our identified GoSkippy audiences in ways that specifically appeal to them.

Appendix

Requirements from GoSkippy

- Meetings with GoSkippy’s Fraud and Claims and Underwriting departments to understand how they currently use data and what data they actually possess.
- Access to pre-existing GoSkippy data.

Key Deliverable:

A proposal detailing how SCL can work with GoSkippy to provide an insights that will help understand your current customers and entice new ones too. This proposal will include:

- A plan detailing exactly how we will work with GoSkippy’s data to provide specific insights into the insurance industry’s customer base.
- A strategy that takes into account how we can work within the remits of UK Data Protection law.
- A plan regarding how commercially available data will be utilised to enhance this understanding.

Estimated Costing:

GOSKIPPY BUDGET				
Component		Unit Cost	Occurrence	Total Cost
Phase 1- Data Exploration				
Senior Data Scientist	\$	1,500.00	8 \$	12,000.00
Data Engineer	\$	1,000.00	3 \$	3,000.00
Project Manager	\$	1,200.00	2 \$	2,400.00
Sub-Total			\$	17,400.00





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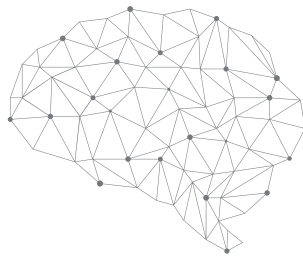
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BRAND IDENTITY & MARKETING

WHAT WE CAN DO FOR YOU

Cambridge Analytica is specialist in providing research driven creative solutions to governments, militaries, political parties and commercial companies to persuade key audience groups to measurably change their behaviour.

We offer a range of services to help clients run the most effective and efficient marketing campaigns at local, regional, national and international levels.

Our team of graphic designers, website architects, digital strategists, copywriters and UX specialists can provide your organisation with a full range of communication collateral, from brand identity, corporate materials to digital marketing and direct mail, all designed to engage your target audience.

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KEY SERVICES

Please find below a list of sample design costs should you choose to commission Cambridge Analytica for creative services.

BRAND IDENTITY

Research, concept creation, development and production of final brand.

Brand Package Includes:

- Logos and logo versioning
- 6 page brand guidelines
- Colour palettes
- Supporting typography
- Supporting imagery

	Days	Cost Per Day	Total Cost
Graphic Designer	7	£360	£2,520
Illustrator	3	£400	£1,200
Creative Director	3	£590	£1,770
			£5,490

MARKETING MATERIALS

PRINTED BROCHURES

Package Includes:

- Design of 8 page leaflet including creative design concept and image creation / art direction – preparation of artwork for print
- Design of 30 page brochure including creative design concept and image creation / art direction – preparation of artwork for print

INFOGRAPHICS & KEYNOTE / POWERPOINT DOCUMENTS

- Design of infographics based on information/data supplied
- Design of 30 page Keynote / Powerpoint document (with graphs/data)

	Days	Cost Per Day	Total Cost
Graphic Designer	10	£360	£3,600
Graphic Designer	10	£360	£3,600
Creative Director	4	£590	£2,360
			£9,560



Leave.EU: Profile Raising and Outreach

BIG DATA SOLUTIONS FOR THE EU REFERENDUM

Cambridge Analytica is the world's foremost provider of data-driven political campaign solutions.

We have over twenty-five years of global political experience, and have worked on over 200 national and local races in over 50 different countries with an unrivalled track record of supporting our clients' campaigns.

Our methodology is driven by data. The more you know about someone, the more you can understand the best way to engage them. And it is increasingly the case that voters don't easily fit into the traditional boxes of party supporters, especially when it comes to issues-based referenda.

Cambridge Analytica's Behavioral Microtargeting™ goes beyond demographics, enabling your campaign to identify potential supporters irrespective of where they live or any demographic traits that may have led political parties to overlook them in the past.

We use vast amounts of data, including consumer histories, lifestyle information, census returns, and historical voting records to construct advanced profiles of individual voters.

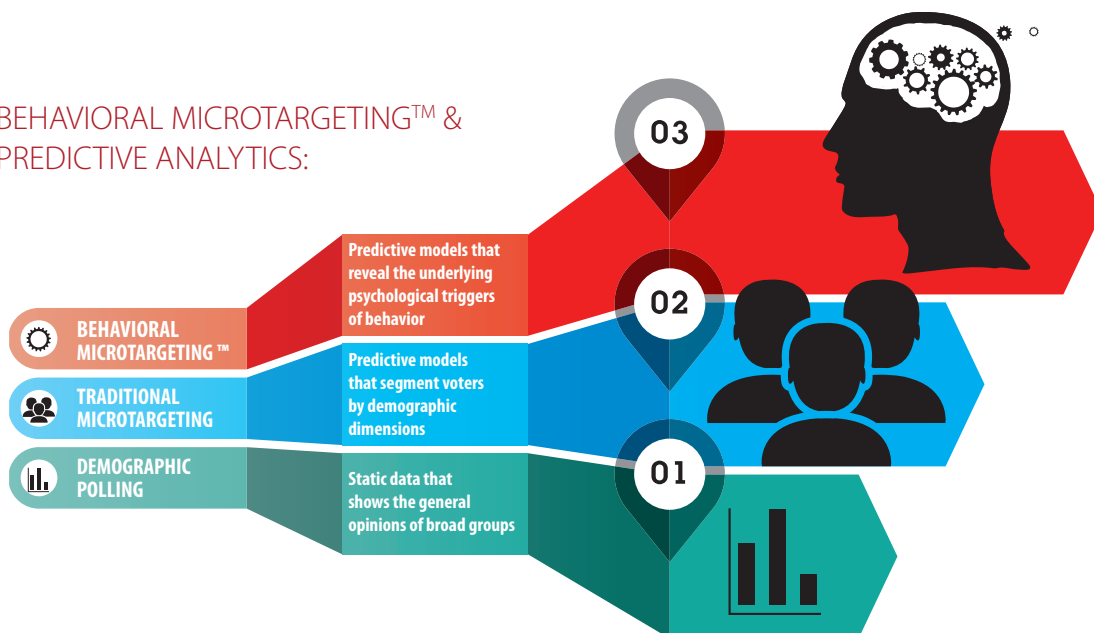
We use state-of-the-art psychological analysis to quantify voter behavior and design campaign messaging strategies accordingly, and our voter profiles include detailed insight into how likely voters are to turn out, how persuadable they are, and the issues that are most important to them.

These profiles provide campaigns with a complete portrait of target groups, allowing you to better understand your traditional supporters as well as how to identify and engage new enthusiasts.

Our political messaging specialists help your campaign design messages that speak directly to your target voters' unique profiles, helping you to forge a connection with supporters that will produce real electoral results.

Behavioral Microtargeting™ represents the next generation of voter messaging and mobilisation.

BEHAVIORAL MICROTARGETING™ & PREDICTIVE ANALYTICS:



WHAT MICROTARGETING WILL DO FOR YOU

Voters and businesses alike see the coming referendum as an opportunity to voice their concerns over issues caused by Britain's membership of the EU. Whether it is regulations, border controls or Britain's international profile, British people have real worries about the EU's impact on their lives and businesses. As such, the coming months will be an important period for the Leave.EU campaign as it seeks to show the public that it represents a serious position on the EU that is separate from the vested interests of frequently out-of-touch politicians.

To do this, Leave.EU must identify the types of people likely to support a 'Leave' campaign, whether they are journalists, businesspeople, politicians or ordinary voters, and capture their attention.

Cambridge Analytica can help you do this.

From turnout propensity to issue salience to communications channel selection, we can provide Leave.EU with a holistic campaign design that will maximise your chances of being successfully selected by the Electoral Commission and then give the 'Leave' campaign the best possible chance of winning the referendum.

Our powerful predictive analytics and campaign messaging capacity can help you to segment and message the population according to a range of criteria:

TURNOUT

Groups based on likelihood to turn out to vote in particular elections

PRIORITY ISSUES

Groups based on voter's priority top-line issues (eg. National Security) and nuanced views (eg. National Security – Defending the border)

PARTISANSHIP

General Voter – groups based on propensity to vote in the referendum

Ideological Voter – groups based on ideological perspectives on Britain's EU membership

Opposition Voter – groups to dissuade from political engagement or to remove from contact strategy altogether

PSYCHOGRAPHIC CLUSTERS

Groups based on voter's personality traits and demographic data

PERSUADABILITY

Groups based on voter's propensity to be persuaded based on all data held on the individuals.

FUNDRAISING

Groups based on potential to donate to different parties, candidates, and causes

CONTACT STRATEGY

Groups based on the most effective channels (email, web advertisements, direct mail etc) to reach target voters and potential donors

IDENTIFYING & MOBILISING SUPPORTERS

This proposal outlines the scope of work that we propose to undertake in support of Leave.EU's goals.

Over the coming months, our primary objective will be to ensure that Leave.EU is selected by the Electoral Commission as the official campaign on the 'No to EU' side. Only once that has been accomplished can focus shift to enlarging the scope of the supporter engagement campaign in order to ensure that the campaign's ultimate goal is achieved and that the United Kingdom leaves the European Union.

This proposal focuses on the steps necessary to achieve Electoral Commission selection, and does not deal with workstreams during the general campaign despite the fact that Cambridge Analytica would be delighted to continue supporting this effort. We believe, however, that in the short term it is important to focus on the task at hand.

As such, Cambridge Analytica has designed a two-phase programme of work that will engage key stakeholders and demonstrate the innovative and powerful nature of Leave.EU's campaign in advance of the Electoral Commission's decision.

Phase I, which involves a short programme of data analytics and creative support, is specifically designed to enable Leave.EU to showcase its intellectual capacity and robust, data-driven approach to campaigning during the series of presentations scheduled for November 17th and 18th. The products of Phase I will be a comprehensive plan for further research and data analytics on a larger scale, as well as sample creative products across multiple formats (digital, print, audiovisual) that will begin to illustrate to observers that Leave.EU has the capacity to execute a powerful, exciting and technologically advanced national campaign.

Building on the initial phase, **Phase II** will involve a pilot microtargeting project in one geographic area, which will provide Leave.EU with a deeper understanding of the dynamics at work across the UK in terms of views on Europe and voting intentions. Additionally, this pilot project will provide further evidence of Leave.EU's capacity to successfully mobilise supporters and convince swing voters, further underlining to the Electoral Commission and others that Leave.EU is the premier 'Leave' campaign.

The products of Phase II will be a comprehensive report on target audiences identified, as well as an online voter engagement platform that will allow Leave.EU to target specific voters based on their interests and voting intentions.

In parallel with Phase II, we will coordinate a programme of targeted donation solicitation, using digital advertising and other media as appropriate to raise funds for Leave.EU in the UK, USA and in other countries.

PHASE I: DATA MATCHING, ANALYTICS & STRATEGY

Leave.EU's main priority during the initial stages of this campaign should be convincing journalists, donors, politicians and the Electoral Commission that they are the 'Leave' campaign that best represents those who wish to restore Britain's independence from the EU.

With that objective in mind, Cambridge Analytica proposes a short programme of data integration and analytics that will enable the campaign to better understand its existing supporters and to begin designing its messaging strategy.

Working with the data that Leave.EU and its allies have already collected from supporters, we can analyse voters' viewpoints and provide summarised insights that will help you to understand their motivations and interests. These insights will then form the basis for the development of a series of sample creative pieces, including static and audiovisual digital advertising and mail products, which will be designed to appeal to specific segments of Leave.EU's support.

Finally, we will collaborate with Leave.EU and its partners to develop a presentation that can be delivered to stakeholders on the 17th and 18th of November. This presentation will show viewers the depth of talent supporting Leave.EU, as well as the innovative data analytics and creative development that the campaign will be deploying.

VOTER GROUP ANALYTICS REPORTS FOR STRATEGY PRESENTATION

Analysis of voter universe:

- Briefing packs on predetermined supporter segments
- High-level message creation
- Design of research methodology and strategy for Phase II

PHASE I: ESTIMATED TIMEFRAME & BUDGET

The deadline for Phase I of this project is Monday November 16th,
with presentations November 17 & 18.

Key Cambridge Analytica critical path tasks:

- Receive and integrate house file data; identify suitable supporter target audiences
- Develop digital marketing materials and messaging content for the showcases on November 17 and 18th, inclusive of creative guidelines and sample materials production

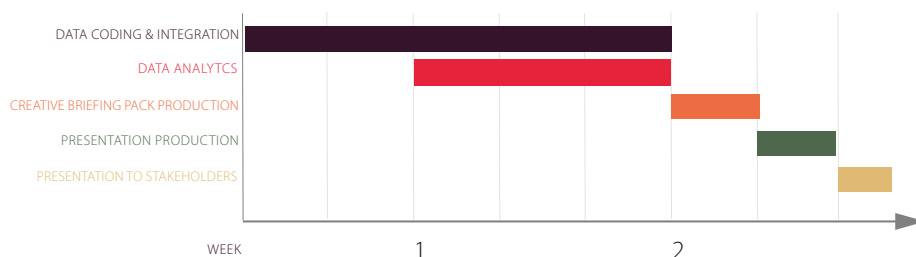
Requirements from the Leave.EU campaign:

- House file of supporters, members, and subscribers - *delivery scheduled for Tuesday Nov 3rd*
- Access to digital outreach resources, including Facebook page and other social media accounts
- Branding creative: logo, graphic elements, color palette, images, taglines and phrases
- Priority campaign issues
- Co-ordination process to integrate the campaign's contacts and online presence for digital outreach (e.g. web user flow, landing pages, sign-up process) and mail vendors

Additional reporting deliverables:

- Two presentations/briefing sessions on results and analysis of findings
- Forward strategy documents to be produced for use in stakeholder meetings

PROPOSED TIMELINE



ESTIMATED BUDGET

PHASE I					
Data Integration & Creative Production					
Project Manager	£1,200.00	1	5		£6,000.00
Senior Data Scientist	£1,500.00	1	9		£13,500.00
Junior Data Scientist	£1,000.00	2	5		£10,000.00
Data Engineer (Integration of house file with secondary data sources)	£1,000.00	1	2		£2,000.00
Political Messaging Specialist	£1,000.00	1	1		£1,000.00
Creative Director	£1,500.00	1	1		£1,500.00
Graphic Designer	£500.00	2	3		£3,000.00
Senior Responsible Director (Presentation)	£1,500.00	1	3		£4,500.00
Total					£41,500.00

PHASE II: TAA & MICROTARGETING PILOT

In order to build on the work undertaken in Phase I, we propose a multi-faceted approach to Phase II.

The first part of this phase, which will be centred on a particular geographic area (likely a parliamentary constituency), will involve a programme of **Target Audience Analysis**, whereby qualitative and quantitative research is conducted in order to segment the population into target audiences according to their views, motivations and interests.

The second part of Phase II, **Political Microtargeting**, involves the use of secondary data sources and advanced analytics to assign values on particular traits to the entire voting population of the area in question. This will allow for the target audiences to be resegmented and contacted as required over the course of the campaign, and the use of this data will be facilitated by the deployment of an online database utility created by Cambridge Analytica for Leave.EU.

TARGET AUDIENCE ANALYSIS (TAA)

Target Audience Analysis (TAA) is one component of Cambridge Analytica's unique methodology, and enables a comprehensive understanding of the opinions and motivations of key audience groups. More specifically, it offers a unique insight into the public's perception of key political issues and underlying motivations for voting behaviour including sociological and psychological factors.

TAA begins with the collection of qualitative data through interviews and focus groups, which allow us to identify key issues and political attitudes that will be tested during the subsequent quantitative phase. Cambridge Analytica's quantitative research methodology involves a large-scale survey, conducted online and/or via canvassing and telephone, which gathers large volumes of data on key issues and political opinions, as well as underlying motivations for behaviour such as propensity for change, normative sociological affiliation and other factors.

This data is then analysed by our in-house team of data scientists and statisticians to define Target Audience Profiles, which are descriptions of population segments that can be grouped together based on their shared characteristics. To do this, our scientists feed quantitative and qualitative data through a series of sociological, political and psychological parameters, identifying trends and grouping the population accordingly. In most cases this results in the definition of 4-6 Target Audience Profiles, though the number is entirely dependent on the population and issues being studied.

Each of these profiles will outline the views and motivating factors driving behaviour amongst group members, and will also outline the messaging strategies most likely to be effective in influencing them to support the Leave.EU campaign.

The end result of this process is a comprehensive plan for influencing voters likely to be receptive to Leave.EU's positions and messages. This plan will include guidance on messaging including slogans and visuals, appropriate channels (digital, mail, etc.) and scheduling, which together constitute a holistic strategy that will give Leave.EU the best chance of success.

POLITICAL MICROTARGETING

Building on the insight contained in Target Audience Profiles, Cambridge Analytica's Political Microtargeting methodology assigns values relating these profiles to individuals. While particular data protection regulations and the availability of secondary data sources will dictate the extent to which this is possible (and as such this Phase has not yet been costed), Political Microtargeting is a process whereby individuals across a voter population are predictively modeled to understand where they fit amongst the Target Audiences identified by our research. This predictive modeling can also indicate what issues they care about, and other factors likely to be salient in shaping voting behaviour.

What this process offers is the opportunity to target communications at the scale of the individual.

In other words, Leave.EU will be able to ensure that every piece of digital or print advertising sent out is directed at somebody who cares about the particular issue, or is likely to respond positively. This means that your campaign can save money that would otherwise have been spent contacting voters who are vehemently pro-EU, and direct those resources into making more frequent contact with swing voters and supporters you wish to mobilise as donors or volunteers.

To assist Leave.EU with using this wealth of information, Cambridge Analytica will develop a bespoke online database tool with intuitive controls and powerful visualisation capacity. This will help campaign staff to understand their audiences and plan strategy accordingly. New audiences can be identified using the database querying tool, and pre-formatted Target Audiences can be displayed geographically or according to other factors, all enabling a thorough understanding of the campaign and putting Leave.EU in the global vanguard of data-driven political campaigning.



TARGETED FUNDRAISING

Alongside the TAA and Political Microtargeting programmes described on the preceding pages, Cambridge Analytica will also design and execute a programme of donation solicitation amongst individuals interested in Britain's EU status.

These could include both corporate and individual targets in the United States, UK or other Commonwealth countries. Depending on budget and required specifications, this programme would make use of targeted digital advertising, direct mail, telephone marketing and other methodologies as appropriate to solicit campaign financing from individuals willing to support a campaign for Britain's independence from the European Union.

Cambridge Analytica has significant experience designing and executing donation programmes, and we can handle the entire process from the development of creative pieces and design of targeting frameworks to the scripting of telephone calls and production of digital animations and donation collection websites.



